

# The Extended Master Plan Area

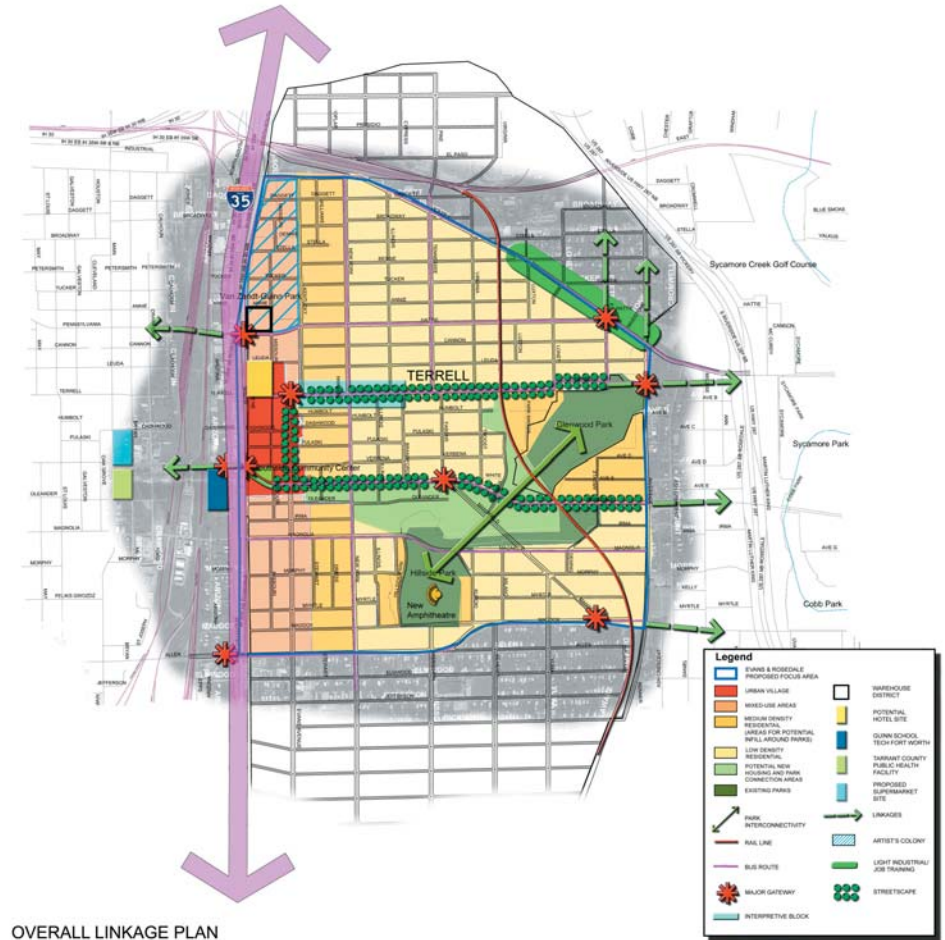
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## F. Extended Master Plan

### 1. Urban Linkages in the Extended Area

The Evans & Rosedale Design Team has undertaken a review of the potential for new linkages and improvements in the larger neighborhood area which surrounds the Urban Village. These are illustrated in the Overall Linkage Plan. Among the concepts developed to date are the following:

- **Terrell "Boulevard":** Terrell Avenue, an important street historically in the neighborhood, is where William "Gooseneck" McDonald located his house and where many other historic neighborhood figures made their home. It also has the potential to form an important linkage between the Urban Village and Glenwood Park. The recommended implementation means of achieving this linkage include the design and construction of a new streetscape for Terrell Avenue, with re-alignment of curbs, sidewalks and roadways, especially from I-35W to Kentucky; new sidewalk paving, curbs, gutters, etc; new street trees; new street lighting; and new street furniture, seating, trash receptacles, etc.
- **Improved East Rosedale:** TXDOT has begun the widening of East Rosedale, similar to the current widening of West Rosedale. Since the resulting extra-wide streets are expected to be wider than needed for traffic, difficult to cross, and visually divisive of the neighborhood, it is recommended that following the widening, the City adopt a similar position as we understand what has been the case for West Rosedale. Parking lanes should be located in the outermost lanes, bicycle lanes added, street trees should be planted, intersections clearly marked for pedestrian crossings, and signals altered if necessary to make them more pedestrian-friendly and bicycle-friendly. To implement this, a streetscape study should be commissioned to design these improvements (unless they are so similar to those for West Rosedale that the design can simply be replicated).
- **Park Linkages:** Hillside and Glenwood Parks are major amenities to the Evans & Rosedale neighborhood, but are underutilized partly because they are not well connected into the neighborhood fabric, and not visible from many streets and open spaces. Since both parks are close to Rosedale, and vacant land and floodplain areas lie between Rosedale and the parks, it is proposed that these areas be opened up, with a combination of new housing and open spaces. To implement this proposal, a study should be made of land ownership, flood plain requirements, long range park plans, housing demand, etc. and a Master Plan developed for the areas designated Potential New Housing and Park Connection Areas.
- **Park Improvements:** As discussed in the community workshop, an amphitheater in Hillside Park for live concerts and other events would be a great amenity for the neighborhood. To implement this, a cost-benefit study should be undertaken. Community members have also identified a number of issues regarding the maintenance and safety of parks (See Appendix, Community Workshop Summary Notes.). This should be the subject of further study and action.
- **"Warehouse" District:** The area north of the Urban Village, from Leuda to Vickery, I-35W to Kentucky, contains a number of warehouse buildings, which may be capable of re-use in a new program of urban revitalization. This area may prove to be a successful live-work district for artists and craftspeople. The extension of mixed-uses from the Urban Village northwards can support the Urban Village.
- **Hotel:** One use in particular, a hotel, would be well sited at Hattie Street, where a gateway to the west part of Fort Worth South can be made. To implement these suggestions, a Master Plan Study should be undertaken for the entire Warehouse District area.
- **Vickery Center:** This area of industrial buildings mixed with residential and school buildings may have potential as a new center for employment, and perhaps new housing. This area requires further study.



### 2. Housing Potential

Housing is perhaps the most critical sector for development in the Extended Master Plan Area. Several specific studies have been made and are included here, for new infill housing around Hillside and Glenwood Parks, and for infill housing in the area between the Urban Village and New York Avenue. A broad review of the issues associated with housing development in the Evans & Rosedale Extended Master Plan Area follows.

#### a. Infill Housing Around Parks

The edges of Hillside and Glenwood Parks would be good locations for new housing, likely either single family or townhome developments. The Evans & Rosedale Design Team has prepared a sketch to illustrate the potential for this housing.

#### b. Infill Housing near the Urban Village

The area between the Urban Village and New York Avenue contains many vacant lots and areas which would work well with medium density housing as a transition between the Urban Village and the largely single-family residential fabric east of New York Avenue. The Evans & Rosedale Design Team has prepared a sketch to illustrate the potential for this housing. It is suggested that the area would benefit most from two-story townhouse development with a mew or alley to provide parking away from the street. The sketch to the right illustrates a potential pattern, rather than a final design, and should not be read in terms of individual lots; the intent is to convey a general concept.

#### c. Review of Housing Development

Housing is possibly the single most important opportunity for the Evans & Rosedale revitalization. The Evans & Rosedale area's reduced property value, plus the large number of vacant lots and older houses, create a rich environment for diverse development ranging from rehabilitated housing to modular and new construction. Such diversity lends itself to a wide variety of housing types including single-family, townhomes, multi-family and duplex housing units. This area is not unlike minority neighborhoods throughout the country where **new** housing stock in the inner city has just been built in the last 3-5 years. Fort Worth's Evans & Rosedale community are among those that have not yet begun to aggressively implement this type of revitalization.



INFILL HOUSING AROUND PARKS



INFILL HOUSING NEAR THE URBAN VILLAGE

## The Extended Master Plan Area

The lack of momentous development remains the case in Evans & Rosedale although some adjacent communities are building higher-priced speculative developments. There are a number of multi-family and single family housing developments in the planning stages in the Fort Worth South area, but these are concentrated west of I-35W. These are primarily townhomes or loft units for sale. The market for such units is primarily upscale buyers, most of whom are urban professionals without children, empty nesters, or other more affluent buyers who are typically associated with upscale urban dwellings. This creates an opportunity for the Evans & Rosedale area to develop more market sensitive, moderately priced housing stock that offer buyers a more affordable alternative while incorporating the latest lifestyle community concepts and features. There is such a demand in the minority community, which is why the potential is so strong. This demand is for market rate housing, at an affordable price point.

Over the past five years, within the greater Fort Worth community, this segment of the market has flourished with entry housing opportunities and more mid-priced new construction also finding attractive levels of demand. Proposed or planned residential units in Fort Worth South included 235 units in various stages of planning and implementation. By contrast, the Evans & Rosedale Market Study pinned current demand in the Evans & Rosedale community of only approximately 20-25 units of new single-family housing per year for the next five years. However, based on community surveys collected, we were able to establish a 'new homebuyer' profile currently for the market which reflects an anticipated demand for new single-family housing in the near future of affordable homes for first time buyers.

The Evans & Rosedale redevelopment project offers the opportunity to reverse the loss of households and population if public infrastructure and investment is accompanied by private sector investments in commercial and office uses. Modest amounts of residential housing could be developed within such a mixed-use environment. As this revitalized "core" is developed and accepted in the market place, larger residential developments competing more directly in the general marketplace would be possible.

Therefore, according to the Evans & Rosedale Market Study, the market for new housing applies not only to the upscale market, where the standards are typically set by the buyer, but also to the affordable and mid-priced,

first-time buyer and move-up market where affordability is a concern. For instance, the Near Southeast CDC (NSECDC) has targeted homebuyers who are professionals with a salary of under \$100,000 a year who work in the Medical District (a short walk away), such as nurses, teachers, police officers, etc. According to the NSECDC, these professionals currently will buy a home in the surrounding Fort Worth suburbs, such as Arlington, and live in a 1,500 SF home for about \$130,000 to \$150,000 with a 20-30 minute commute to the Medical District. Whereas in the Evans & Rosedale neighborhood, a 1,500 to 2,000 SF home with a garage in the rear is about \$100,000 to \$110,000, and is a short walk from the Medical District.

The Market Study further asserts that the growing demand for new housing in the greater Fort Worth Community creates an ideal opportunity to seed community revitalization. Despite the downward trend in population and households that has affected the area east of I-35W, there has been continued housing development and absorption of new housing units, as profiled above. Further, in the area west of I-35W and generally in the Fort Worth area, there has been substantial new housing development and absorption over the last decade. Over the next five years, the number of households – which is the primary driver of housing absorption – is projected to increase by more than 42,000 households within 15 miles of the Evans & Rosedale area. Based on past trends, the Fort Worth South area does not have strong household formation projections.

However, small areas often vary based on changes in local conditions, particularly in housing development. Some of the housing identified in this analysis could be supplied through rehabilitation of existing units, but much of it would be through new construction. The nature of income levels in this area and the need for affordable housing indicates that rental housing should be produced as well as ownership housing. The proper mix will depend on future conditions and early projects will help to determine the best mix of housing types and rental/ownership mix.

The above development and home sales strategy is consistent with survey results that indicated 49% of the respondents prefer new housing in the community priced more than \$100,000 with 40% of those choosing between \$101,000-\$125,000. The survey results further indicated that it was most preferable for this new housing to be single-family detached units designed to blend among existing community styles. This type of housing in the extended Evans & Rosedale neighborhood can complement the denser multifamily housing recommended for the Urban Village.

The Evans & Rosedale Market Study's analysis of the local and regional (15-mile) area provides a reasonable scale for housing development in the Evans & Rosedale Urban Village. The analysis indicates a range of 94 to 121 units over five years, with an average of 19 to 24 units annually. This would tend to be relatively affordable housing geared to existing Fort Worth South residents and to attract new residents to this location. Low property values will help in achieving this goal.

This analysis portrays the current state of the Evans & Rosedale community if development investment continues at current levels, which reflects a sad portrait of what will continue if the appropriate level of resources and activity are not brought to bear. Such benign activity would forgo a solid opportunity to spawn urban revitalization. Perhaps the single, most impressive quality of the Evans & Rosedale area is its older single-family housing stock. Those unfamiliar with the other community revitalization and redevelopment efforts to historic areas may not have the foresight to appreciate the potential transformation which is possible, provided the right leadership, plan, and resources are made available. When compared to development opportunities for markets of comparable condition, the most frequently acknowledged model congruent with Evans & Rosedale is the opportunity for developers to identify an underserved market area, assemble and acquire real estate parcels within these inner city communities, and capture the market potential from urban renewal gentrification efforts. Given the nature of the undervalued prices of comparable homes in areas that are a commuting distance from the Evans & Rosedale area, the study area reflects a 'ready market' for development if "critical mass" could be facilitated.

The Market Study's data shows that 58 percent of Fort Worth households could afford a median priced home. However, despite relatively affordable housing costs in Fort Worth, there is still a significant portion of the population for whom housing is not affordable. An estimated 11,000 families in Tarrant County live in public housing or receive federal rental subsidies. Additionally, Tarrant County has 3,000 people on the waiting list for Section 8 federally subsidized housing with an average wait of three to five years. There is continued strong demand for "affordable" housing. This creates a prime opportunity for mixed-income development. Nationwide, municipal housing authorities are taking advantage of federal subsidies to residents as a captured market. On average, the payment rate for a Section 8 voucher for a 3 bedroom dwelling in a tier-1 city is about \$1150. Thus, the backlog of tenant prospects represents a significant opportunity to spawn mixed-income development. There are a plethora of funding resources to support improving home ownership, public education reform,

public green space creation, etc. These resources, if targeted appropriately and planned carefully, could be marshaled to spawn community redevelopment consisting of park side communities, including biking trails, walking paths and charter schools.

The City and developers should take advantage of public-private partnership development opportunities. This should be promoted to the Fort Worth broader community. The prices of homes in this area should be cheaper because of the benefits that come from public land and other incentives. First-time homebuyers will be a major source of customer for these homes and other attractions of the neighborhood.

### 3. Retail and Other Job Growth Facilities

Another critical area in the development of the extended Evans & Rosedale area is retail and other job growth facilities. A specific development, for a supermarket has been reviewed and is illustrated on page 67; a broader discussion of the issues is also included.

#### a. Supermarket

The community has identified as one of its most urgent needs the provision of a new supermarket in the area. Currently, residents are driving many miles to a supermarket to the south near Berry Street and I-35W, and those who do not have cars find it even more difficult to depend on others, taxis, etc.

A supermarket is not included in the Master Plan for Evans & Rosedale Urban Village because the economic data does not support the large size of building (approximately 40,000 square feet) and parking (approximately 2 acres) in the Urban Village area; the size of the building and parking would be out of scale with the Urban Village, unless integrated as a mixed-use element with structured parking in one of the Future Phase development sites.

The Evans & Rosedale Design Team has therefore identified a site at Rosedale and Main Street which appears to be able to accommodate a supermarket in the near term. This is within a few blocks of the Urban Village, and has the benefit of establishing a link across I-35W. In this location, the supermarket would be able to draw on the Near Southeast community as well as the Fort Worth South neighborhood. This will provide the size of market which can justify a new supermarket.





### b. Broad Retail Potential

Current conditions in retail and commercial development within the Evans & Rosedale community are far from ideal: high vacancy rates; absentee landlords with little incentive to improve their properties; a mix that does not reflect the needs, wants or purchasing power of residents; as well as a decline in the infrastructure maintenance and a quality in some adjacent neighborhoods is rampant. The mix of stores, the quality of products, the level of service, in general, fall short of the expectations of residents.

In the Evans & Rosedale Market Study, significant opportunities were clearly identified to capture lost sales from the immediate community. As presented therein, an important indicator of retail development potential is the difference between the sales potential of a given area, and the actual sales that occur in the area. For Evans & Rosedale, the balance between "imported sales" and "sales leakage" is an important indicator for planning of the scale of retailing to be developed in the Urban Village and extended area. "Imported sales" are when actual sales are higher than the sales potential of residents of the area indicating a net inflow of retail dollars. "Sales leakage" is when actual sales are lower than the sales potential of residents of the area indicating a net outflow of retail dollars from a given area.

The Market Study identified substantial development opportunity for food and beverage (restaurants), food and grocery retailing, convenience goods, general merchandise, and drug and proprietary stores. Several categories of retailing hold particular promise. Apparel and accessory stores have a trade deficit east of I-35W. Local merchants have an opportunity to serve this market. The sales leakage analysis indicates up to \$35 million in annual sales potential in a number of retail categories is "leaking" from the local market area, and that this represents up to 200,000 square feet in supportable retail development.

Based on these data and the market investigations, a retail program is suggested with 10,000 to 12,000 square feet or more of food and beverage, and two or more "anchor" stores, totaling 12,000 to 15,000 square feet. Target stores would include a pharmacy, food market and/or small discount store. A variety of specialty shops would make up the remainder of retail outlets of 15,000 to 25,000 square feet. Interviews with community leadership, the tours of the area (windshield survey), and the experience of comparable urban areas indicate that the following are retail, service and food and beverage types that offer good opportunities for development in Evans & Rosedale.

### Commercial Opportunities for Evans & Rosedale Market

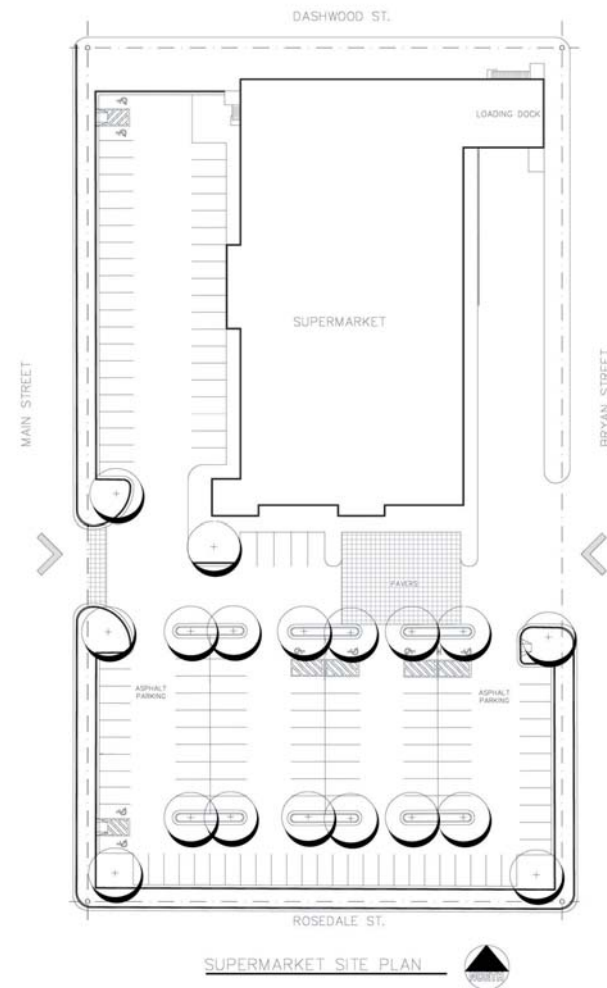
- Grocery store
- Delicatessen
- Breakfast & lunch shop
- Ethnic restaurants
- Bakery
- Coffee shop
- Pharmacy
- Food stores
- General merchandise store
- Shoe store and shoe repair
- Clothing stores
- Sporting goods
- Electronics store
- Convenience store
- Hair cutters / salon
- Dry cleaner and Laundromat
- Video rentals
- Medical & personal services
- Bank & automated teller
- Legal, accounting services
- Telephone
- Jewelry
- Card & gift shop
- Bookstore
- Optical store

As the Evans & Rosedale project has been developing, there has been interest in tenancy, within the Urban Village, expressed by a range of existing or proposed retail operations. These include:

### Prospective Commercial Interests

- Black Bookworm
- Compton's Catfish
- F.W. Black News
- Gladys's Soul Food
- Taste Buds Restaurant
- Williams Barber College
- Sisters of Destiny Boutique
- Jocelyn's Apparel

Therefore, retail market support for what we are proposing is very strong. There is no centralized commercial area to the east of I-35W, and the Evans & Rosedale redevelopment district will create an opportunity to develop a commercial center for this area. There is such a void of goods and services within the inner city that ample retail volume will be captured simply by servicing an underserved market.



PROPOSED SUPERMARKET SITE



The absence of everyday retailing focused on fresh and convenient food, personal services, health and beauty needs, convenience goods, restaurants, and some clothing and other goods that are purchased close to home are obvious omissions in the community. Thus, an improved retail mix would better reflect the composition and potential of the population base.

While the first priority remains the mixed-use development recommended for the Urban Village, this community's need for basic retail goods and services providers represents a significant opportunity for commercial development that could be supported by building opportunity for community shopping centers, infill local shops and freestanding stores throughout the neighborhood area, which all represent important retail outlets that can be implemented in the subject community. Such retailing is essential to quality of life for local residents and to the competitiveness of the area in attracting new as well as retaining its current resident base.

Additionally, the Evans & Rosedale community is enhanced by its location – it is close to downtown yet just on the other side of the freeway from the medical district. Thus, a secondary potential source of retail spending at Evans & Rosedale is from persons employed in and near the redevelopment area. Within one mile of the site, there are over 14,000 employed persons, and within two miles of the site there are over 86,000 employed persons. Targeted by the right type of development, these employees represent a standing market for lunchtime eateries and other ancillary services ideally located conveniently to one's workplace.

The two-mile geographic circle around the Evans & Rosedale community business district represents an ever-growing employment base and sizable and stable residential population interested in supporting more businesses that suit the community's needs. Basic supportive services in high demand by this sector of the market include: restaurant(s) & eateries, coffee shop, dry cleaners/alterations/shoe repair, child care center, bank, convenience store/filling station, professional services, etc.

Urban cities nationwide are taking advantage of market demands, economic climate, and available resources and opportunities to seed community redevelopment and future growth. The reversal of suburban sprawl has fueled demand for the development of new housing and 'livable centers' within urban communities. Municipalities who often take the lead in sponsoring and allocating resources to initiate and advance the effort govern many of these urban communities. As urban redevelopment in Fort Worth has grown and continues to grow, the Evans & Rosedale community has yet

to identify a sustainable way to attract new residents and visitors, and seed new commercial development that can create jobs and retain dollars within the community. Indeed proposals have been designed over the years, but have not completed the job of capacity building and resource support sufficient to orchestrate the effort's implementation.

The vision for this Urban Village is inclusive of many of those plans and a combination of initiatives that seek to anchor and stimulate economic development.

With respect to the recommended Economic Development initiatives, several potential entities could be approached. These include but are not limited to:

- City and State Departments of Economic and Community Development
- Local Chambers of Commerce
- State Department of Industry Trade and Tourism
- Fort Worth's local Conventions and Visitors Bureau

Since area developers are familiar with the current state of the Evans & Rosedale community, and very likely are perpetuating a biased account of market opportunity in the study area, a different, proactive approach to securing new retailers is required. A major retail attraction initiative would target progressive businesses accustomed to segment marketing. An initial informational campaign should spread the vision about the quality of life opportunities forthcoming in the 'new' Evans & Rosedale community - highlighting its attractive employment base profile, its upcoming retail markets, and its prospective attractiveness among new 'urbanism' first-time residential homebuyers.



## 4. Marketing Opportunity Plan

The following table identifies some specific marketing action initiatives the community can employ to increase the overall awareness of its community improvement efforts in order to stimulate investor and developer interest.

### MARKETING OPPORTUNITY PLAN

Overall Goal: <i>Position and Enhance the Marketability of Evans and Rosedale Community</i>		
OBJECTIVE: GENERATE AWARENESS OF EVANS & ROSEDALE ON LOCAL, REGIONAL AND NATIONAL BASIS		
Strategy	Initiative	Audience
Present public relations tactics that will work to reinforce positive perceptions and dispel negative ones.	<ul style="list-style-type: none"> <li>Develop and distribute news releases and feature stories to media (local, regional, and national, as necessary) about all major events/developments in E&amp;R area.</li> <li>Explore potential E&amp;R participation in cable TV programs highlighting real estate opportunities as well as tourism and community amenities.</li> </ul>	<ul style="list-style-type: none"> <li>Residents/businesses within and outside E&amp;R Community</li> </ul>
Develop integrated marketing programs highlighting the economic, social, and commercial viability of E&R community of Fort Worth.	<ul style="list-style-type: none"> <li>Create E&amp;R "Bucks" in effort to keep monies in neighborhood. During "Dollar Days" residents will use E&amp;R Bucks to buy goods and services in the area. Promotion provides opportunity to help identify economic clout of the area.</li> </ul>	<ul style="list-style-type: none"> <li>Potential commercial/residential investors/developers</li> </ul>

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Strategy	Initiative	Audience
Establish ongoing public information programs for immediately publicizing development/occurrences within the community.	<ul style="list-style-type: none"> <li>Develop quarterly newsletter detailing positive events involving residents, community organizations, local businesses, etc.</li> <li>Develop a speaker's bureau for E&amp;R identifying members of the community who can address a variety of issues from the community's point of view.</li> </ul>	<ul style="list-style-type: none"> <li>Local, regional, national print and broadcast media</li> </ul>
Develop a public relations package with vital development statistics of interest to developers/investors.	<ul style="list-style-type: none"> <li>Develop media/sales kit of information on E&amp;R to be used for background materials for stories, and as sales materials for potential investors.</li> <li>Develop a "tip sheet" describing best features of E&amp;R that can be used equally by community spokespersons or the media.</li> </ul>	<ul style="list-style-type: none"> <li>Local, regional, national media; investors/developers; real estate brokers</li> <li>Community representatives and local print and electronic media.</li> </ul>



### MARKETING OPPORTUNITY PLAN

<b>Overall Goal:</b> <b>Position and Enhance the Marketability of Evans and Rosedale Community</b>		
OBJECTIVE: GENERATE PRIDE AND EXCITEMENT AMONG EVANS & ROSEDALE RESIDENTS ABOUT THEIR COMMUNITY		
Strategy	Initiative	Audience
Develop a 'sense of place' among E&R residents through a pride/identity campaign.	<ul style="list-style-type: none"> <li>Use signage and plantings to mark Gateways to E&amp;R celebrating each theme heritage concept within its repertoire.</li> <li>Produce buttons and bumper stickers promoting pride in community, e.g. "I love E&amp;R," "I Shop in E&amp;R," etc</li> </ul>	<ul style="list-style-type: none"> <li>Current and potential residents/businesses</li> <li>Current and potential residents/local/regional media, potential investors</li> </ul>
Create special community events and promotional programs emphasizing community togetherness, unheralded stars, and winning spirit.	<ul style="list-style-type: none"> <li>Create an "Outstanding E&amp;R Resident" Award, given to a resident who has exhibited enthusiasm and commitment toward making the community a better place to live. Award would be presented by highest-ranking local elected official   and publicity follow-up.</li> <li>Establish annual Special Events Program such as "E&amp;R Summer Festival." This family-oriented event would be scheduled every weekend in June and July and held at E&amp;R recreational areas.</li> </ul>	<ul style="list-style-type: none"> <li>Current and potential residents/local/regional media, potential investors.</li> </ul>

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<b>Overall Goal:</b> <b>Position and Enhance the Marketability of Evans and Rosedale Community</b>		
OBJECTIVE: GENERATE PRIDE AND EXCITEMENT AMONG EVANS & ROSEDALE RESIDENTS		
Strategy	Initiative	Audience
Create a historical documented account of the community's heritage.	<ul style="list-style-type: none"> <li>Research and develop an E&amp;R Historical Tour -- outlining all the historical items and locations of interest.</li> <li>Begin to curate pieces of the community's history for display as part of the neighborhood "Street Museum" mosaic.</li> </ul>	<ul style="list-style-type: none"> <li>Metroplex area residents, tourists, regional/national media and travel industry</li> <li>Current and potential residents, local schools, and colleges</li> </ul>





## MARKETING OPPORTUNITY PLAN

Overall Goal: <i>Position and Enhance the Marketability of Evans and Rosedale Community</i>		
OBJECTIVE: ENHANCE "QUALITY OF LIFE ATTRIBUTES" OF EVANS & ROSEDALE COMMUNITY		
Strategy	Initiative	Audience
Assess service delivery system of E&R for such publicly provided services as sanitation, parks and recreation, education, etc.	<ul style="list-style-type: none"> <li>Establish task force to evaluate each specified area. Committees to include residents, neighborhood group representatives, local government representatives, as well as experts in field being evaluated.</li> <li>Establish a beautification program beginning with comprehensive, publicized citizens clean-up weekend initiatives including community parks.</li> </ul>	<ul style="list-style-type: none"> <li>Current and potential residents, and elected officials</li> </ul>
Develop identifiable channels which will effectively communicate residents' needs to elected officials and government agencies.	<ul style="list-style-type: none"> <li>Establish a series of resident workshops where the function of various agencies is described. Produce contact sheet identifying specific problems and contacts.</li> </ul>	<ul style="list-style-type: none"> <li>Current residents</li> </ul>

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Overall Goal: <i>Position and Enhance the Marketability of Evans and Rosedale Community</i>		
OBJECTIVE: ENHANCE "QUALITY OF LIFE ATTRIBUTES" OF EVANS & ROSEDALE COMMUNITY		
Strategy	Initiative	Audience
Establish an umbrella organization representing community interests.	<ul style="list-style-type: none"> <li>Organize and advisory board comprised of representatives from all neighborhood associations, planning units, business associations, merchants, and residents.</li> </ul>	<ul style="list-style-type: none"> <li>Current and potential residents, and local media</li> </ul>
Develop a sample communications vehicle for disseminating information of interest to the community.	<ul style="list-style-type: none"> <li>Create a network for flyer distribution, calling tree, etc., for rapid communication among residents.</li> </ul>	<ul style="list-style-type: none"> <li>Current and potential residents, local government, and elected officials</li> </ul>



### 5. Recommendations

A comprehensive strategy, involving government, property owners, tenants and residents as equal partners will be necessary for business attraction and revitalization of the residential corridors to spawn commercial appeal. City government should take the lead in establishing a retail/commercial business attraction and retention program, coordinating the efforts of existing merchant disregard and community groups, and other government or market development agencies. In addition, local governments must rigorously enforce existing codes and ordinances, with adequate consequences to assure compliance, and utilize zoning and land use powers to reshape residential zones to be more inclusive of commercial zones. City planners should identify and dedicate potential project funds. Property owners must be held accountable for the condition and use of their property, including unoccupied buildings, vacant lots and areas. Support should be made available, whether assisting in finding a tenant or negotiating a lease to locate a commercial proprietor to the community.

**RECOMMENDATION: REVIEW LAND USE POLICIES AS THEY RELATE TO THE PRESERVATION OF EXISTING RESIDENTIAL DISTRICTS AND THE DEVELOPMENT AND PROMOTION OF COMMERCIAL EXPANSION**

Any aggressive campaign for economic development will force public officials to evaluate land use policies and incentives for attracting new development. As the area grows in popularity among consumers and potential investors, residents often fear the encroachment of 'big business' on their residential domains. Orderly development should be a shared objective of all. Future development patterns, as guided by land use policies, will continue to play a major role in directing new development.

**Responsible Parties:** City of Fort Worth, Related Tarrant County Departments (Parks, Public Safety, etc.), and Neighborhood Organizations

**Priority task:** Evaluate current land use designations surrounding residential districts, with particular attention paid to transitional uses between existing residential zoning and the inclusion of mixed-use provisions and policies.

**RECOMMENDATION: EVALUATE PUBLICLY PROVIDED SERVICES THAT IMPACT RESIDENTIAL MARKETING**

The importance of publicly provided services in the marketing of an Evans & Rosedale redevelopment initiative should be a priority agenda item for County officials. With more

young families entering the market and the elderly population becoming more represented here, the availability and quality of schools, parks, and community/senior centers should also be more closely scrutinized. Additionally, routine services such as street maintenance and zoning enforcement must also pass the inspection of the more critical eye of older residents and newcomers who will demand higher standards.

**Responsible parties:** City of Fort Worth, related Tarrant County Departments.

**Priority task:** Conduct an expanded survey (inclusive of community residents and commuting employees), to better understand the public service needs and desires of this population.

**RECOMMENDATION: ESTABLISH A MECHANISM FOR DISTRIBUTING EVANS & ROSEDALE COLLATERAL MATERIALS TO BROKERS AND REAL ESTATE DEVELOPERS**

Due to Fort Worth's citywide growth in new housing opportunities available to homebuyers, those desirous of purchasing a home but cannot afford to may consider residing in communities with the historic characteristics of Evans & Rosedale provided the correct housing product and support services are available. This is particularly the case for those commuting to the area for work with no definitive location preferences for housing. Where many new homebuyers entering the housing market for the first time finally decide to buy is greatly influenced by the realtor involved, the community must develop a positive rapport with those within real estate arena. Additionally, since first-time homebuyers only desire a number of basic factors, not elaborate ones, pertaining to retail and support services, the City should take advantage of the opportunity to capture that market and provide delivery of these fundamental requirements as a catalyst to lure prospective homebuyers.

**Responsible Parties:** Citywide Board of Realtors and Brokerage Companies, Real-Estate Developers, On-Site Marketing Companies, and City of Fort Worth

**Priority Task:** Work with the Fort Worth realtor community in marketing the revitalization plans within Evans & Rosedale through developer initiated promotions. Investigate joint developer advertising opportunities in free publications available to the public as well as Fort Worth's Chamber of Commerce Relocation Booklet. Target specific developers for collateral distribution.

**RECOMMENDATION: EXTEND AND PROMOTE THE ATTRACTION AND RETENTION PROGRAMS FOR RETAIL AND COMMERCIAL BUSINESSES.**

The goal of a business recruitment and retention program would be to attract much needed businesses, and support the ongoing existence of businesses that are patronized by local consumers. Specific goals might be to re-tenant vacant properties; to provide technical, advisory, and financial support to individual businesses or merchant associations; to utilize the expertise and powers of planning, zoning, and development codes to "re-program" the commercial corridors to create a more viable mix (i.e., clustering certain kinds of uses, such as automotive-related); and limiting potentially problematic uses, such as liquor stores, arcades or adult novelty.

The 2004 E&R Market Study plus previously compiled demographic and economic data profiles the resident consumer base and documents its purchasing power. The business attraction program can use this information to create awareness, to counteract stereotypes of the study area and increase the knowledge of investors, retailers and entrepreneurs about the purchasing power and preferences of local residents. Currently, many of these services, including technical assistance, SBA loans, and business improvements loans for correction of code violations or facade improvements are available through the Departments of Planning and Economic Development.

**Responsible Parties:** City of Fort Worth, Chamber of Commerce, Merchant Associations, Local Consumer Groups

**Priority Task:** Local officials should meet with property owners and merchants to encourage support of the plan and allay potential owner resistance to making capital investments.

**RECOMMENDATION: SUPPORT THE CREATION OF MERCHANTS' ASSOCIATIONS, AND AN UMBRELLA COMMUNITY BUSINESS DEVELOPMENT ORGANIZATION**

The basic purpose of a merchants' association is for people of like interests to come together in support of their mutual goals. Ideally, the concept of retail and commercial business people united under a merchants' association has two benefits: (1) it can create cohesion among merchants around the goal of attracting and retaining consumers to their particular community; and, (2) it encourages a pooling of resources to accomplish shared objectives. The roles of a merchants' association include the following: pooled investment for promotions and advertising, common area

upkeep, and vested interest in the vitality of the entire corridor, not merely the individual shop. City and county government can provide technical and advisory support.

**Responsible Parties:** Area Economic Development Staff, Merchants, and Property Owners

**Priority Task:** City staff can introduce a model of a merchant association organization, with by-laws, responsibilities and benefits of participation.

**RECOMMENDATION: CONCENTRATE INITIAL COMMERCIAL REVITALIZATION EFFORTS INTO TARGETED, HIGH PRIORITY AREAS.**

The careful and targeted application of finite public resources, both human and financial, in initial revitalization efforts can result in tangible proof that the concept is sound and can generate the momentum necessary to extend the effort to other areas. Obviously, the first effort must be at a carefully selected location, where chances of a successful intervention are greatest. While targeting and prioritizing the corridors may be politically sensitive, if packaged as a "demonstration" or "pilot" project, community resistance may be diffused. Ultimately, the success of the revitalization effort validates both the project and the community and individual business successes will implicitly endorse the community's viability for commercial investment.

**Responsible Parties:** City of Fort Worth, Property Owners, and Merchants

**Priority Task:** Participants must develop a priority list, based on such criteria as location, market potential of surrounding area, nature of improvements, cost and funds available.

#### Key Factors in Implementation

Now that a vision has been set forth in the Evans & Rosedale Master Plan, a planning implementation action forum is necessary to establish a coordinated approach to utilizing the current initiatives taking place in the Evans & Rosedale community redevelopment area while allowing for new investment interest to come participate. The Evans & Rosedale Design Team recommends a strategy to facilitate the holistic redevelopment of the subject areas.

The mission of this initiative is to ensure that the City of Fort Worth, including the City Council, the community and its stakeholders are supported to create a Strategic Implementation Committee and Initiative over the next 6 months. The goal is to organize the community for the



development of an action plan containing measurable baselines and benchmarks toward the implementation of this holistic redevelopment plan. Additionally, it will begin to mobilize and attract the necessary resources, capital rating high amongst the list, technical support and incentives to assist individual entrepreneurs and developers to successfully develop their projects. Identifying and securing necessary resources will be a major part of this initiative. The City of Fort Worth Planning Department should revisit the 2000 Vision Plan, and the 2002 Central City Commercial Corridor Revitalization Strategy to assess the areas current public funding projects, opportunities, and incentives and deliver an updated appendix or amendment to the Committee's Strategic Implementation Plan after subsequent diligence to determine their appropriateness to the current initiatives, visions and needs.

The utilization of Public Private Partnerships will also be essential to the successful execution of this redevelopment effort. The City should sponsor the creation of a Neighborhood Development Partnership consisting of a core development group comprising a diverse makeup of including developers, bankers and other financiers (public and private), and community development facilitators. The Committee will derive synergy from the collective, as each of these facilitators possesses a unique angle on how to bring about collaborative resources for community redevelopment.

Implementation of this plan requires that leadership master the dynamics of the community redevelopment process. Some very successful community redevelopment projects are implemented because of strategies pursued by developers having been inspired and supported by the public sector's commitment to improvement in an area. This often results in public-private partnerships, which can occur organizationally and/or through financial commitment. Institutions such as Development Associations, Neighborhood Development Partnerships, Community Development Corporations, and financing instruments like Community Development Block Grants, Tax Incentives, Buyers Assistance Programs are common vehicles that urban municipalities are able to leverage state/federal sponsored initiatives.

Moving forward, the Evans & Rosedale Design Team, having evaluated the community's market opportunity and desires, strongly recommends the establishment of a Neighborhood Development Partnership that takes advantage of existing capacity and experience to expeditiously move this project forward. The main

purpose of such an organization will be to form public private partnerships including government and other development agencies so that issues such as zoning, design guidelines, land use and the marketing of projects to public and private entities for funding can be put into place.

This organization should be a non-profit entity that fully represents an alliance among the investors and developers, along with existing neighborhood grass root residents and businesses. This organization would work very closely with the City of Fort Worth and its Departments of Planning, Public Works, Transportation, etc., to oversee the administration of the redevelopment plan. The main thrust of this organization would be to advocate the implementation of the plan. This Neighborhood Development Partnership could be an independent body in and of itself or it could be part of an already existing organization. The objective is to ensure that any such organization be supported by the community and fully represents the democratic participation of all affected stakeholders.

The community groups and organizations that can be approached about participation can include:

- Evans & Rosedale Area Business Association
- Local banking Institutions
- Community Development Corporations and business associations
- Neighborhood churches
- Neighborhood institutions of higher learning
- Community and civic associations

The Evans & Rosedale Urban Village Master Plan suggests a foundation from which to create a critical mass for the district's redevelopment and revitalization including an economic redevelopment initiative, and a strategic action organization for moving forward in a coordinated fashion. This forum would be responsible for the coordinated advocacy of the Evans & Rosedale area plans, designs, development plans, and implementation towards the following vision:

- A neighborhood development partnership
- A heritage and cultural theme: The African American and the Power of Place
- New Construction and real estate development
- Residential/ commercial Mixed-use development/ heritage lofts

### Summary / Lessons Learned

As the implementation process is launched, careful consideration should be given to best practices. Many neighborhood redevelopment projects are being implemented gradually and successfully, and many continue to struggle with common challenges. In the absence of a published set of standards as to how to proceed, the City could well benefit from some the 'lessons learned' as part of the Evans & Rosedale Market Study's findings. They are:

- Neighborhood revitalization and redevelopment is an ongoing process.
- Strong grassroots/community advocacy is important to project success. The naming or branding of the neighborhood/area is important for the community's identity and for marketing purposes.
- Work with local and citywide tourism and heritage agencies to develop strategies to bring tourists to the area. Neighborhood crime prevention and safety organizations have been extremely effective in their work. In some cases, housing design is specified to be a specific way so as to support neighborhood watches and policing.
- Municipal/city involvement and support are critical to the planning process for many reasons, including zoning changes and infrastructure support, and for such incentives as Tax Increment Financing (TIF) districts.
- Most of the comparable areas have a heritage or museum component. Investments in public buildings are often used to leverage private investment. In some cases, zoning changes for reduced parking requirements have been key to development success of mixed commercial and residential developments, e.g. commercial on the first floor and housing on the second.
- Work to develop excellent accessibility to the neighborhood area by public transportation and roadways (including parking).
- National Historic Registry, "landmark status", can sometimes limit development and growth, such as in the 18th and Vine Jazz District in Kansas City; anything they take down has to go up as a replica of what existed before. Therefore, most of the

Jazz District Redevelopment Corporation's (JDRC) work is focused on entertainment and commercial uses as these requirements are too restrictive for housing. In addition, this also means that the JDRC cannot replace any historic sites/buildings with parking lots/decks, which they need.

- Retail development follows residential development, except in the case of Deep Ellum where residential development followed entertainment and retail development.
- The development of an entertaining-driven district faces challenges from the perception of potential crime and the ensuing costs for security and limited available parking.
- Some redevelopment projects are driven by the desire of developers to increase their own property value. This can be leveraged to help increase the pace of the redevelopment of a neighborhood and ensure that a long-term strategy is in place and is revisited, rather than a short-term solution.
- Cultural institutions such as museums and theaters have served as successful anchors for neighborhood redevelopments. Ethnic retail and restaurants, when done right, are successful projects in redeveloped neighborhoods and can be a draw to bringing in visitors and tourists to a neighborhood.
- Make home ownership more affordable to lower income families.
- Provide basic amenities to working families and to community, e.g., grocery stores, drug stores, healthy take-out, create jobs that connect neighborhood to economic development strategies/engines in the broader community; and provide enough parking for residents and visitors to the neighborhood alike.

The ERDT strongly supports the community planners' desires to embrace a 'theme' within the Urban Village community that creates a sense of place and heritage. Doing so would serve as a meaningful anchor to spawn a critical mass for redevelopment for both residential and commercial development. This would jump-start economic development support the investment community and heritage sponsorship activities.



We propose the City embrace its “Jazz Heritage” or similar concept, which interprets from a meaningful perspective the contribution of Fort Worth’s natives to jazz music anchored in a revitalized Evans & Rosedale community. This story supports the redevelopment plan and its goals of perpetuating interpretive history as part of all new development in the area. This would create a place where people will visit to enjoy its cultural and rich musical heritage, eateries, and commercial amenities.

We recommend that a partnership be organized by the City of Fort Worth, made up of relevant stakeholders and resource groups that determine how the Evans & Rosedale community should move forward as the action plan is created to guide the new development. This would include the delivery of infrastructure, housing development, and the attraction of commercial and public institutions.

The resource group should be made up of persons and organizations that have programmatic and other capabilities to support the successful realization of this initiative. It is recommended as a part of this partnership the formation of a quarterly community forum that focuses on the overall development effort, progress, challenges and other critical issues associated with this undertaking. Through developing a strategy, which is measurable, flexible and accountable, the initiative will be headed in the right direction.





The underpass at I-35W is the most important gateway of all. Media projections using videos of community events and history as announcement of entry to Evans & Rosedale.

**Evans & Rosedale & the power of place**  
the role of self-curatorial  
theme, media & urban design  
in african-american community development  
& heritage destination tourism  
extended Master Plan urban design element/District:  
**welcome to african americana**  
part two





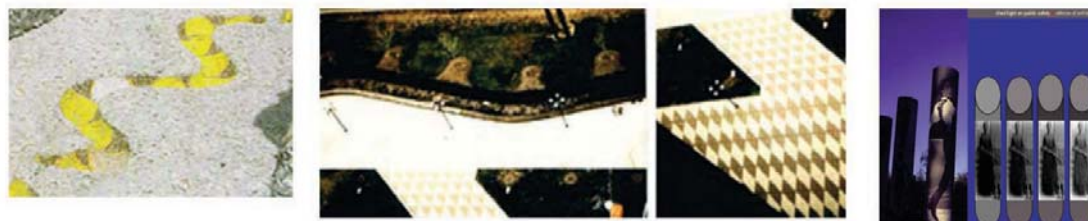
### Welcome to “African Americana”: *part 2*

#### The Extended Master Plan: Urban Design Elements for Evans & Rosedale District

Currently, the Evans & Rosedale District has no defining entrance markers, gateways, signage or other urban design elements that make it distinctive as a destination. From I-35W, there are no directional signs and the new plaza's existence can only be seen from Evans at the intersection of Rosedale Street. The pages that follow, underscore ways in which the heritage theme can be presented to take full advantage of urban design intervention—in very low cost, but highly visible ways. The examples given are meant to capture the imagination. In every instance, locations within the Evans & Rosedale District are described, where these urban design solutions might make their greatest impact. In every instance, all urban design solutions will require a strong curatorial perspective—so that the most appropriate elements can be well-coordinated into one outstanding Evans & Rosedale heritage District experience—including, but not limited to the following urban design interventions:

- Streetscape & Sidewalks
- Signage + Media + Lighting
- Trees/Artificial: Tensile Structures
- Street Furniture: Seating and Bicycle Racks
- Signage: Series
- Signage: Gateway
- Churches as Beacon Gateway
- Building Facades as Strong Heritage Elements
- Map of Extended Master Plan





### **Streetscape & Sidewalks: Major sidewalks in the District might use mosaics.**

***Terrell Avenue's** rich history makes it a major heritage street in the Near Southeast neighborhood. Recreating its sidewalks with artists that use mosaic techniques to create symbols in the sidewalk, such as the caduceus or snake, a meaningful symbol of ancient healing in Africa. Since numerous doctors once lived on this street this symbol, among many others, could literally wind from **Evans Avenue through to the entrance of Glenwood Park.***

Sidewalks along Rosedale might also use this "embedded mosaic symbol" technique. The **south side of Rosedale**, additionally, lends itself to the creation of well-defined pedestrian zones through the use of undulating landscaped berms. Berms could buffer the pedestrian from fast moving traffic along Rosedale, as well as, lend themselves to the use of serpentine street benches that offer places to rest. Such berms, planted with seasonal flowers, could also link directly into the greenery of Hillside Park.

### **Signage + Media+ Lighting: Primary streets in the District must use dynamic gateway lighting.**

On major "walking tour" streets such as **Rosedale, Terrell, Park Manor and Mansfield**, (see map) signage, media and lighting could be combined into a series of cylindrical pylons that provide lighting, as well as mosaic images of community personalities. Such pylon signage could be designed by community artists to lend both a sense of verticality to the streetscape and dynamic entries into the parks. FWPA should be involved with these projects involving artists.





### **Trees (Artificial): Tensile structures as shading devices throughout public urban open spaces in the District**

Trees, of course do provide shade, but another option for the heritage District is a series of freestanding canopies to provide shade and shelter from sun and rain. Soaring canopy shapes and colors can visually connect the District. Canopies are an inexpensive and low-maintenance solution for the provision of shade. The primary material is sailcloth designed into highly flexible configurations—*on the plaza or in the parks such as Glenwood and Hillside*. Media images can also be projected onto these surfaces to promote special events and outdoor film showings.

Selection of a color palette for these canopies could further serve as vibrant “placemakers” throughout the Evans & Rosedale heritage District. Tensile structures are a high visibility, low cost means to define pedestrian zones and pedestrian activities.

The best looking installations have bold changes in height from one corner to the next. Overlapping sails or multiple sails give a more interesting look.





### Street Furniture: Seating and Bicycle Racks

Seating is important to the creation of pedestrian zones. It is an amenity of urban comfort and should be located near bus stops, and in public parks to encourage pedestrian use. Special seating could be designed ***along Rosedale Street*** to reinforce the creation of pedestrian zones. Landscaped edges or the use of berms provide beautiful edge conditions that buffer pedestrian traffic from vehicular traffic.

The installation of bicycle racks ***in public parks and plazas*** will also encourage the use of bike trails, walking trails, and greenways. Seating designed with sturdy and colorful low maintenance materials will encourage visitors and the elderly to rest between activities in the District.





**Signage:** A series of well coordinated designs should be used for all signage types throughout the District.

Types of signage: Choose a heritage destination theme.

*Identification of building use:* A building, such as a **theater or jazz club** might be required to use neon signage to advertise important entertainment venues in the District. Neon signage such as this could be used on major anchor buildings to attract users to the fun of live performances.

*Identification of District:* A **heritage District logo** should be designed by area artists to capture an important heritage theme. **The Black Cowboy** theme might be used as a strong symbolic icon to brand the District and its commitment to history. This logo could be used to brand all information kiosks within the District. This emblem, once selected, should symbolically "announce" the District from **both sides of I-35W**.

*Identification of historic sites:* Special signage should be designed for such historic houses as **The Lucille Smith House, The Boone House, and the NAACP headquarters**.







### Signage: Gateways to Parks & Gardens in the District

Gateways to parks provide great design opportunities to advertise a safe entry to a large public space. The size of park gateways can provoke visitor curiosity from a distance. Gateways can also include lighting that can be seen from afar. The gateway signage for **Hillside and Glenwood Parks** might share common design elements but define the different uses available in each park. Public parks are also pedestrian zones that must give the potential user a sense of welcome and safety.

Smaller urban parks or small outdoor courtyards, such as those planned for **the Library (a reading outdoor courtyard for kids)** might also include the design of actual gates—that both embellish and protect.

Artists should work with designers to create gateway signage that is first-class and unique to the Evans & Rosedale heritage District. FWPA should be involved with these projects involving artists.





### Churches as beacon gateways to public meeting places

Within the Evans & Rosedale community there are a number of churches that could play an important role; first, as a place of assembly for community events and performances; and, second as an urban design beacon, if the steeples were to be lit at night.

All seven churches within the District, with special lighting from their steeples, could form a dynamic "lighting network" to celebrate the District, to announce "safe places", and to serve as the community beacons that they are: ***Sunshine Cumberland Presbyterian, Mt. Zion Baptist, Outland Memorial AME, Fortress Church of Christ, Baker Chapel AME, Mt. Pisgah Missionary Baptist, and Mt. Olive Missionary Baptist Church.***

In addition, sounds from the churches could be transmitted into the public realm through the use of choreographed "bell ceremonies" or through the broadcast of both sermon and choir via audio media devices. Churches, after all, are important heritage destinations in their own right. They must be included, therefore, as fundamental players in the heritage destination project and walking tour program.





Building facades as strong heritage design elements



Building and wall facades are the most important urban design element for the heritage District. Wall treatment for the **highway I-35W embankment wall** might include wall embellishments or media projections. (Note: TxDOT needs to be involved).; the wall of the **Public Health Department** might include LED message boards that announce the number of children recently vaccinated or video reminders to make a dental appointment; the **library walls** might include African designs, like Ndebele paintings from South Africa; the **shotgun house**, still prevalent in the District, might be clustered in rows and used as infill housing, or as small retail stores or live work spaces for community artists. Sheets hung on clothes-lines could provide interesting media opportunities for community film.



